

FY 2003/04 Budget - How to Use This Book - Volume Two

The City of Scottsdale's budget for FY 2003/04 is comprised of three volumes:

Volume One includes the City Council's Mission Statement and Broad Goals, the City Manager's Transmittal Letters, and Adopted Financial Policies. The Five-Year Financial Plan covers the period FY 2003/04 through FY 2007/08, which forecasts results of operations by fund and incorporates the operating expenses of capital improvements for the period.

Volume Two presents the individual programs within each department. The publication includes specific information about the program descriptions, goals and objectives, customers, partners, and staffing, along with a summary of the program operating budgets by expenditure category and the applicable funding sources.

Volume Three includes the Capital Project Budget and Five-Year Capital Improvement Plan with more detailed information for each project. Projects accounted for in Enterprise funds are also included in the Capital Project Budget. Capital Project Budget funding sources are matched with budgeted expenditures. All future year operating impacts are noted in the Capital Budget and are included in the Five-Year Financial Plan.

Program Operation Budget - Volume Two

Volume Two contains detailed information on each of the City's 184 programs, which provide a wide range of services to Scottsdale's citizens, businesses and visitors. The information includes the program description, customers, partners, goals, objectives as well as the program's revenues and expenditures. The 184 programs outlined in this volume represent the City's ongoing effort to prepare and present the City's budget using a zero-based, program budget approach. Many previous broad-based programs were dissected into more specific programs to provide a more focused review of the services delivered, increase the scrutiny of expenditures, and aid in the prioritization of programs to be funded from our limited resources. The column on the right-hand side of the Program Operating Budget by Department/Program matrix in this section indicates the specific page cross-reference in Volume Two where the program information begins.

As every community is unique, the City of Scottsdale's Program Budget System was designed to meet the specific needs of our internal and external users, within our financial management system and resource parameters. Several of the key factors considered and the City's treatment of these items are noted below:

Assignment of Staff to Programs – Employees were assigned to the specific program in which they spent a majority of their time. In some instances an employee may contribute to several programs but the program budget does not attempt to allocate individual staff across programs, to avoid partial FTE's being assigned to programs. Instead each staff was assigned to one program and in most cases employee's spent more than 50% of their time in the assigned program.

Assignment of Programs to Departments – All programs are specific within one unique department, and not crossing between departments. In some instances one department may help support the service outcome of a program provided by another City department. However, feedback from stakeholders on our earlier program budget efforts indicated they had a difficult time understanding programs that involved multiple departments. The program information now contains a section entitled "Programs Provided in Partnership With" to indicate any other programs that help support the primary program service efforts.

Allocation of Overhead to Programs – Internal service cost programs (payroll, accounts payable, personnel and benefits management, etc.) as well as overhead costs (utilities, liability insurance, etc.) have not been allocated back to the individual programs in the General and Special Revenue Funds in an effort to calculate each program's "full cost". This effort was considered a circular exercise, as the same limited pool of resources would still fund the program costs after an allocation. Internal service costs are allocated to all Enterprise Funds and are considered in all rate, fee and user charge analysis performed by the City.

Helpful Hints:

Q: What does it mean when a negative amount appears in an expenditure category of a program?

A: If an expenditure category indicates a negative amount it simply means the dollar amount is being credited via a "work order" to another program.

Q: What does it mean if a program does not have any prior year comparative information?

A: Most likely the program is a newly defined program, which does not mean the program was funded for the first time in the budget. It merely means the program was not defined in the same manner in prior year budget. Again, this is a reflection of the ongoing program budget effort. The City has not restated prior fiscal years for the newly defined programs. In future years when prior-year information is available a comparative analysis will be included in the budget.

Program Description
Highlights the services provided by the program.

Program Name

Program 2003/04 Objectives
Indicates specifically what the program would like to achieve in FY 2003/04 to contribute to the Program Broad Goals.

Program Provided in Partnership With
Indicates the partner(s) the program staff collaborate with to provide program's services.

Trends
Indicates key issues/needs facing the program and potential service demand impacts.

Program Customers
Indicates the primary customers served by the program.

City Council's Broad Goal(s)
Indicates which of the City Council's Broad Goal(s) the program supports (found at the beginning of each budget volume).

Priority Category
See the glossary in the Appendix section of Volume One for a description of the four program categories (mission critical, unique programs, support and administrative, and discretionary).

Basic Equipment
Highlights the "essential" generic equipment needed to provide the program's services.

Special Equipment
Highlights the "essential" equipment that is specifically needed to provide the program's services.

Program Broad Goals
Indicates what the program would like to achieve over a period of time and is supported by accomplishing the Program 2003/04 Objectives.

ADULT SPORTS & FITNESS PROGRAMS

Community Services Department

Program Description
The Adult Sports and Fitness programs are City-wide using lighted sports facilities, fitness centers & tennis centers as well as gymnasiums at public schools. Facilities include: Club SAR, with health & fitness programs such as weightlifting, boxing, spinning, & other cardiovascular/muscle endurance activities using rowers, stair climbers, bikes & treadmills. The program also offers a wide variety of leisure education classes. Tennis Centers offer year round adult leagues in tennis, racquetball, volleyball, including mixed doubles, singles, tournament play and leisure play. These programs also include year-round Scottsdale Stadium operations which hosts many events throughout the year with the exception of the period (January - April).

Trends
Identified lack of lighted sports fields, part of the City, to keep up with the demand of adult sports leagues.

Program Broad Goals
Continue to provide recreational and fitness opportunities for the adult population of the community with adult programs and facilities. Continue to work with the Scottsdale School District to coordinate and provide activities for adults.

Program 2003/04 Objectives
Begin planning for Club SAR renovation which will provide more space for increased membership.

Program Provided in Partnership With
Scottsdale School District, Scottsdale Citizens, United States Tennis Association (USTA), Fiesta Bowl

Program Customers
Scottsdale citizens, adults and senior citizens, businesses and churches; annual attendance/contacts 1,362,150

Priority Category
Mission Critical

City Council's Broad Goal(s)
Neighborhoods

Basic Equipment
Education and recreation supplies, computers, telephones

Special Equipment
Weight training and cardiovascular equipment, exercise equipment, tennis nets and windscreens, equipment to maintain tennis courts

Resources for the FY 2003/04 Budget

General Fund Support	1,781,178
General Fund Program User Fees/Charges	1,011,714
Total Program Budget	\$2,792,892

Expenditures by Type

	Actual 2001/02	Adopted 2002/03	Estimate 2002/03	Adopted 2003/04
Personal Services	1,757,635	1,756,756	1,863,756	1,940,000
Contractual Services	564,666	621,717	788,526	590,000
Commodities	268,727	328,373	555,933	245,783
Capital Outlays	4,207	-	-	-
Total Program Budget	\$2,595,235	\$2,686,846	\$3,198,215	\$2,775,783

Resources for FY 2003/04 Budget
Highlights the specific revenue source(s) associated with a given program (e.g. general fund support, user fees, grants, etc.).

Expenditure by Type
See the glossary in Volume One for a description of the four expenditure categories (personal services, contractual services, commodities, and capital outlays).

Program Performance Measures
Indicates how effectively and efficiently a program performs its services over a period of time.

Program/Service Outputs
Summarizes the program's level of key service activities for a fiscal year.

ADULT SPORTS & FITNESS PROGRAMS

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2000/01	Actual FY 2001/02	Estimated FY 2002/03	Projected FY 2003/04
# of adult registrations processed for adult sports leagues	15,305	16,348	16,600	16,950

Program/Service Outcomes: (based on goals and objectives)

	Actual FY 2001/02	Estimated FY 2002/03	Projected FY 2003/04
Maintain/increase the level of recreation services for adults	934 teams 4.33 teams per 1,000 residents	980 teams 4.50 teams per 1,000 residents	990 teams 4.63 teams per 1,000 residents

Program/Service Outcomes
Summarizes the program's key service outcomes for a fiscal year.

Program Staffing
Highlights the program's position titles and summarizes the number of positions and the number of full-time equivalent employees.

Prior Year Highlights
Describes major accomplishments of the program from the prior fiscal year.

Program Staffing

9 Full-time	MAINTENANCE WORKER II	9.00
2 Full-time	MAINTENANCE WORKER III	2.00
1 Full-time	RECREATION COORDINATOR	1.00
2 Full-time	RECREATION COORD. MAINT.	2.00
11 Part-time	RECREATION LEADER I	2.77
27 Part-time	RECREATION LEADER II	15.79
5 Full-time	RECREATION LEADER III	5.00
43 Part-time	RECREATION SPECIALIST	4.67
1 Full-time	SR. RECREATION COORD. MAINT.	1.00
1 Full-time	STADIUM COORDINATOR	1.00
1 Part-time	STADIUM OPER WORKER	0.75
Total Program FTE:		44.98

Prior Year Highlights

Implemented a new summer adult flag football league and Friday night adult softball leagues with great success.

Continue to provide facilities and programs that increase the health and fitness of the adults in the community; and provide employee relations opportunities for Scottsdale businesses.